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Contents

Number		Page
2011/14	Midterm review of the UNDP strategic plan	3
2011/15	Status of regular funding commitments to UNDP and to its funds and programmes for 2011 and onwards	4
2011/16	Annual report on evaluation	5
2011/17	Update on the Human Development Report	6
2011/18	Midterm review of the UNDP global programme	6
2011/19	Report on results achieved by UNCDF in 2010	7
2011/20	Planning for the tenth anniversary of the International Year of Volunteers and the fortieth anniversary of United Nations Volunteers	8
2011/21	Annual report of the Executive Director, UNOPS	8
2011/22	Reports of UNDP, UNFPA and UNOPS on internal audit and oversight activities in 2010	9
2011/23	Responding to the emerging demand for greater information disclosure of internal audit reports	10
2011/24	Reports of the ethics offices of UNDP, UNFPA and UNOPS	11
2011/25	Report of the Executive Director for 2010: cumulative analysis of progress in implementing the UNFPA strategic plan, 2008-2013	12

11-38721 (E) 140711

2011/26	Report on contributions by Member States and others, and revenue projections for 2011 and future years	13
2011/27	Interim allocation for the UNFPA biennial budget, 2012–13	13
2011/28	Least developed countries	14
2011/29	Middle-income countries	14
2011/30	Overview of decisions adopted at the annual session 2011	15

2011/14
Midterm review of the UNDP strategic plan

The Executive Board

1. *Takes note of* the midterm review of the strategic plan and the annual report of the Administrator on performance and results for 2010 as a combined report (DP/2011/22), and its annex including the revised development results framework, the development effectiveness matrix, and the revised institutional framework;

2. *Emphasizes* that the objective of the midterm review is to sharpen the strategic direction of UNDP, and to undertake a thorough review of the results framework with the aim of making improvements in 2011 and defining further improvements to be made during the remaining years;

3. *Requests* the Administrator of UNDP to implement the changes during the remaining months of 2011 and to report, through the annual report of the Administrator starting from the annual session 2012, on the basis of the new revised frameworks;

4. *Acknowledges* the cumulative analysis of UNDP performance during the first three years of the strategic plan;

5. *Recognizes* the organization's efforts to continue to strengthen the predictability and quality of results measurement and reporting, and its use of country-level indicators to that end;

6. *Recognizes* that UNDP has provided a wide range of information on its activities across its thematic areas;

7. *Requests* UNDP to enhance its future annual reports by including: (a) descriptions of challenges and steps taken to address these challenges as asked for in decision 2010/13; (b) gender-equality and capacity-development results reporting; (c) a clear, focused and comprehensive narrative of UNDP contributions to development; and (d) clearer statements on the development results generated by UNDP contributions;

8. *Emphasizes* the need for robust results frameworks underpinning the UNDP strategic plan for the purposes of management and of communicating expected results with staff, programme countries and development partners, and so that the performance of UNDP can be monitored, avoiding the need for partners to create parallel performance-monitoring frameworks, while expressing concern that the UNDP revised development results framework does not fully allow UNDP to clearly define its contribution to development results or adequately report and monitor progress on results for the remainder of this strategic plan;

9. *Takes note of* the revised integrated financial resources framework for the period 2011 to 2013 as contained in document DP/2011/22, and *encourages* the Administrator of UNDP to continue to seek efficiencies by exercising budgetary discipline in the elaboration of the organization's draft institutional budget for 2012-2013, while recognizing the need for adequate resources to implement the strategic plan;

10. *Requests* the Administrator of UNDP, fully taking into account the mandate and the intergovernmental nature of UNDP, when preparing the 2014-2017 strategic plan to:

(a) Establish a clear focus and role for the work of UNDP, considering UNDP strategic positioning and integrating an analysis of its performance, challenges and lessons learned, while bearing in mind the external environment and the work of relevant development actors;

(b) Develop, for early consultations with the Executive Board, a results frameworks template that provides clear explanations of its approach and definitions and how they link to reporting;

(c) Develop robust results frameworks that demonstrate a complete results chain and

establish expected results at output, outcome and impact levels, and that focus on the delivery of outputs and contributions to outcomes by UNDP, not on the performance of programme countries;

(d) Include in the frameworks clear, measurable indicators with baselines, milestones and targets for monitoring results, which indicators should be systematically reported on annually in the Administrator's report to the Executive Board;

(e) Improve data-collection systems for results-based management and reporting to allow for better monitoring of UNDP achievements at the corporate, regional and country levels, ensuring that any improvements made will link to other change-management processes;

11. *Recognizes* the number of management change initiatives underway in UNDP, and *looks forward* to continuous dialogue in order to understand how these initiatives are complementary and how and when they will be implemented;

12. *Emphasizes* the need for early and regular consultation with Executive Board members to make improvements to the methodology, format and results management of the UNDP strategic plan 2014-2017, with this consultation process beginning in 2011 and continuing throughout the development of the plan;

13. *Requests* UNDP to present, at the second regular session 2011, for approval by the Executive Board under a formal item, a conference room paper outlining a "road map" identifying milestones and timeframes for making progress so as to achieve the objectives identified in the present decision and including indications of how this work relates to initiatives such as the Administrator's change agenda and the UNDP integrated budget;

14. *Also requests* the Administrator of UNDP to present a cumulative review of the strategic plan at the annual session 2013, instead of at the first regular session, as foreseen in decision 2011/9, in order to capture results and data for 2012, and *endorses* the decision for a combined cumulative review and annual report, with an improved reporting format, so that the cumulative review and annual report better report on development changes generated by UNDP contributions.

17 June 2011

2011/15
Status of regular funding commitments to UNDP and to its funds and programmes for 2011 and onwards

The Executive Board

1. *Stresses* the importance of a stable, predictable base of regular (core) resources for UNDP;

2. *Notes* that overall contributions to UNDP in 2010 have increased to $5 billion due to increases in non-core funding;

3. *Notes with concern* that contributions to regular resources decreased to $0.97 billion and, thus, did not meet the 2010 funding target for regular resources set out in the strategic plan, 2008-2013;

4. *Further notes* that reductions in total contributions to regular resources may be compensated in 2011 by actual and projected currency-exchange gains based on the official United Nations rates of exchange as at 1 May 2011, and, therefore, regular resources may reach $1 billion for the current year;

5. *Recognizes* that the 10 largest donors provided close to 82 per cent of regular resources in 2011, and *calls on* the Administrator to reinvigorate her efforts to mobilize regular resources and to continue to broaden the number of contributors;

6. *Recalls* General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system, and *reiterates* that regular resources, by their untied nature, form the bedrock of UNDP finances;

7. *Requests* all countries that have not yet done so to provide contributions to regular resources for 2011, and *encourages* Member States to announce pledges, on a multi-year basis if feasible, and payment schedules, and to adhere to such pledges and payment schedules thereafter;

8. *Recognizes* the importance of UNDP demonstrating, communicating and being held accountable for development results that are supported by the financial contributions of Member States.

17 June 2011

2011/16
Annual report on evaluation

The Executive Board

1. *Takes note of* the annual report on evaluation contained in document DP/2011/24 and *commends* the Evaluation Office on the increased informativeness in the reporting;

2. *Requests* UNDP to address the issues raised by independent evaluations;

3. *Notes with concern* that while the number of country offices having conducted at least one evaluation has increased, the overall number of outcome evaluations continued to decline in 2010 and country office compliance with evaluation plans and in conducting outcome evaluations continues to be low, and in this regard, *requests* UNDP to expeditiously identify and address obstacles limiting compliance with evaluation plans and outcome evaluations, including ensuring appropriate resourcing of the evaluation function and oversight of compliance;

4. *Recognizes* that the success of evaluations and the actual evaluability of programmes requires appropriate programme design and planning, and *notes* that measures are needed to strengthen programme design in order to allow the use of a results-based approach in monitoring and identification of concrete results;

5. *Notes* the continuing challenges as regards: the quality of decentralized evaluations, the decline in the number of country offices with dedicated monitoring and evaluation units, and the uneven levels of dedicated monitoring and evaluation staff in the regional bureaux and the uneven incorporation in programme design and implementation of the lessons learned from the evaluations;

6. *Requests* UNDP to strengthen the capacity for decentralized evaluation and to identify and address obstacles limiting both the quality of decentralized evaluations and compliance with evaluation plans and outcome evaluations, including ensuring appropriate resourcing of the evaluation function and oversight of compliance;

7. *Welcomes* the efforts of some country offices to provide evaluation training at the country level, and *suggests* that UNDP continue to support national evaluation capacity development;

8. *Recognizes* the improvement in the submission of management responses to evaluations, and urges continued progress in the preparation, implementation and monitoring of management responses, and *requests* that future reports track the implementation of management responses;

9. *Welcomes* the increased engagement of national professionals from programme countries in the Assessments of Development Results process, notes the efforts of the Evaluation Office to strive for better representation of female consultants from programme countries, and emphasizes the importance of ensuring that gender equality considerations are fully integrated in evaluations by all evaluators;

10. *Approves* the revised programme of work for 2011 proposed by the Evaluation Office and the tentative programme of work for 2012;

11. *Requests* UNDP to keep the Executive Board informed regarding the appointment of the new Director of the Evaluation Office so that the Executive Board can review and advise on the appointment in line with the revised evaluation policy (DP/2011/3).

16 June 2011

2011/17
Update on the Human Development Report

The Executive Board

1. *Takes note of* the "Update on *Human Development Report* Preparations and Consultations" (DP/2011/25);

2. *Notes with appreciation* the actions taken by Human Development Report Office to engage with the international statistical community on statistical matters related to the report, including through the revitalization of the Statistical Advisory Panel and in its engagement with and response to the Statistical Commission;

3. *Takes note of* the oral report of the Administrator on the *Human Development Report*, and *appreciates* efforts to meet regularly with the Director of the Human Development Report Office to assess progress on report development;

4. *Welcomes* the efforts of the Human Development Report Office and of the United Nations Development Programme Executive Office and Partnerships Bureau to organize consultations with the regional groups of the Board and with Governments and other stakeholders, such as the National Statistics Offices and the Regional Commissions of the Economic and Social Council, in all regions where opportunities have arisen;

5. *Notes with appreciation* the efforts of both the Human Development Report Office and UNDP to improve the quality and accuracy of the Report, while also preserving the Report's credibility and impartiality, and without compromising its editorial independence;

6. *Requests* the Human Development Report Office to continue holding regular, open, transparent and inclusive consultations with stakeholders to ensure the *Human Development Report* continues to contribute effectively to internationally agreed development goals, including the Millennium Development Goals.

16 June 2011

2011/18

Midterm review of the UNDP global programme

The Executive Board

1. *Acknowledges* receipt of the findings of the midterm review of the UNDP global programme in fulfilment of Executive Board decision 2008/32;

2. *Takes note of* the forward-looking nature of the review and its consistency with recommendations from the evaluation of the third global cooperation framework and the subsequent management response to the evaluation of the third global cooperation programme contained in DP/2008/45;

3. *Acknowledges* the role the global programme has played in the refinement of internal institutional arrangements of UNDP to bring corporate and regional policy and advisory support closer to where they are needed on the ground, and to make those services more responsive to country programme needs;

4. *Requests* a continued focus on bringing policy advisory support closer to clients, welcoming progress on multi-practice work at the global and regional levels and recognizing that the regional service centres anchor a strong practice architecture with knowledge management systems capable of sharing best practices between regions, across the organization;

5. *Requests* an increased focus on the roll-out of standards for quality policy advisory services for the global programme to help ensure that staff and partners regardless of where they are located continuously learn from experience on the ground and have a clear understanding of: what information is available; how reliable or corporate that information is; how to access it and engage with the related advisers; and how to influence it;

6. *Urges* the global programme, informed by the thematic evaluations and the midterm review of the strategic plan, to continue to build on the results achieved in the first half of Global Programme, including by providing global policy leadership on inclusive, resilient and sustainable human development, advancing new standards for policy advisory services, and increasing focus on multi-practice initiatives to enhance the integration of policy services to tackle complex development challenges;

7. *Requests* a final report on global programme performance and results to be submitted to the Executive Board at the annual session 2013 with an assessment of the progress of multi-practice policy advisory services, including in the areas of sustaining progress towards the Millennium Development Goals, preparing for the Rio+20 Conference on sustainable development, and advancing the local development and local governance agenda.

16 June 2011

2011/19
Report on results achieved by UNCDF in 2010

The Executive Board

1. *Takes note* of the report on results achieved by the United Nations Capital Development Fund (UNCDF) and *expresses* its appreciation of the concrete and scalable contributions made by UNCDF towards localizing the Millennium Development Goals in the least developed countries, by providing investment capital and technical assistance to promote local development and inclusive microfinance sectors that benefit poor households and small and micro enterprises;

2. *Welcomes* the special emphasis in 2010 by UNCDF on external programme evaluations reaffirming the relevance and overall effectiveness of UNCDF support programmes, while also highlighting areas where strengthening is needed; and also *welcomes* the analysis in the annual report on how UNCDF activities contribute to the achievement of the Millennium Development Goals at the local level, including lessons learned and challenges faced;

3. *Welcomes* UNCDF efforts in 2010 to broaden its support programmes to new thematic areas with clear linkages to its mandate and comparative advantages, while also considerably stepping up its knowledge sharing and advocacy work, as a means to effect broader change in the least developed countries;

4. *Encourages* UNCDF to continue its efforts to mobilize contributions to its regular resources or multi-year thematic contributions necessary to sustain its services and investment support and expand to more least developed countries, and *encourages* Member States in a position to do so to contribute to UNCDF regular resources;

5. *Welcomes* the continued growth of contributions to UNCDF other resources in 2010 and the achievement of healthy donor diversification with contributions from bilateral and multilateral sources, the One UN fund and private sector sources;

6. *Welcomes* the successful conclusion in 2010 – as established by the 2010 follow-up audit – of a review of UNCDF operational and management practices, and also *welcomes* the efforts of

UNCDF to maintain strong programme quality while the programme portfolio grows in response to increasing demand from least developed countries.

16 June 2011

2011/20
Planning for the tenth anniversary of the International Year of Volunteers and the fortieth anniversary of United Nations Volunteers

The Executive Board

1. *Takes note of* the significant role the United Nations Volunteers has played as the focal point for the marking of the tenth anniversary of the International Year of Volunteers and of the important initiatives undertaken in this regard;

2. *Congratulates* the United Nations Volunteers on its fortieth anniversary and on the achievements of the programme over all these years.

16 June 2011

2011/21
Annual report of the Executive Director, UNOPS

The Executive Board

1. *Takes note* of UNOPS significant contributions, often made in the most challenging environments, to the operational results of the United Nations and its partners;

2. *Takes note* of the many management improvements implemented with the aim of achieving the overall goals of operational efficiency and of meeting partner expectations;

3. *Welcomes* the fact that in 2010 UNOPS has increased its project implementation by 16 per cent while reducing administrative costs by $200,000, and *encourages* the organization to continue to set good efficiency precedents;

4. *Welcomes* the increased focus on strategic capacity development initiatives, and *requests* the Executive Director to further enhance the quality and scope of such interventions in the areas where UNOPS can add value to the United Nations system efforts;

5. *Welcomes* the commitment of UNOPS to greater transparency and accountability and looks forward to new UNOPS initiatives to further this objective;

6. *Welcomes* the improved financial position of UNOPS and the diversification of partners contributing to its project portfolio, and *requests* that a comprehensive overview of the operating reserves and provisions (including the different types of provisions and the amounts presented in the income statement and balance sheet in the last three years) be included in the report prepared under the item on budget estimates for the biennium 2012–2013, which is to be presented to the second regular session 2011 of the Executive Board;

7. *Stresses* the importance of presenting the results according to the operational results framework adopted by Executive Board decision 2009/25 (referencing DP/2009/36);

8. *Recognizes* the importance of UNOPS demonstrating, communicating and being held to account for development results that are supported by the financial contributions of Member States;

9. *Further recognizes* efforts made regarding result-based reporting, and *requests* UNOPS to also provide in future annual reports global figures on its contributions to the four goals of the 2010–2013 strategic plan.

17 June 2011

2011/22
Reports of UNDP, UNFPA and UNOPS on internal audit and oversight activities in 2010

The Executive Board

With respect to UNDP:

1. *Takes note* of the report on internal audit and investigations contained in document DP/2011/29;

2. *Expresses* its continuing support for strengthening the internal audit and investigation functions of UNDP;

3. *Expresses* its support for enhancing the audit and investigative capacities of the Office of Audit and Investigations through the provision of additional resources, by reprioritizing resources from elsewhere in the UNDP biennial budget, and *requests* UNDP to ensure that sufficient resources are allocated for such purposes when the biennial budget, 2012-2013, is presented to the Executive Board;

4. *Takes note of* the annual report of the Audit Advisory Committee;

5. *Welcomes* the increased attention with respect to audits given to multi-donor trust funds and joint programmes, *encourages* the initiative for jointly auditing 'delivering as one' programmes, and *requests* the Office of Audit and Investigations to report, in its next annual report, on the experience gained in that regard;

With respect to UNFPA:

6. *Takes note of* the report of the Director of the Division for Oversight Services on UNFPA internal audit and oversight activities in 2010 (DP/FPA/2011/5) and the corresponding management response;

7. *Also takes note of* the annual report of the Audit Advisory Committee of UNFPA;

8. *Welcomes* the focus on key and recurrent management issues and on risk-based audit planning;

9. *Also welcomes* the compliance of UNFPA with decisions 2008/37 and 2011/15 on the disclosure of internal audit reports, including on the reporting of disclosure activities in their respective annual reports;

10. *Further welcomes* the compliance of UNFPA with decisions 2006/13 and 2008/13, and the comprehensiveness of the report of the Director of the Division for Oversight Services on UNFPA internal audit and oversight activities in 2010;

11. *Expresses* its support for enhancing the investigative capacity of the Division for Oversight Services and *requests* UNFPA to ensure that sufficient resources are allocated for this purpose, by reprioritizing resources from elsewhere in the UNFPA biennial budget, when the biennial budget, 2012-2013, is presented to the Executive Board;

12. *Notes with appreciation* the result of the external review of the Division for Oversight Services performed by the Institute of Internal Auditors, and *requests* the Director of the Division to maintain the high quality of the work of the Division and to commission another external review in 2015, in compliance with recognized international professional practices and standards;

13. *Notes with concern* the critical findings of the Division for Oversight Services and *welcomes* the 15 recommendations in the report on UNFPA internal audit and oversight activities in 2010 (DP/FPA/2011/5), *recalls* decisions 2006/8, 2006/13, 2007/10, 2007/29, 2008/12, 2008/13, 2011/15, 2011/18, 2010/22 and 2010/26, and *requests* the Executive Director to: (a) improve the implementation of an internal control framework in line with internationally recognized best practices, taking into account the need for consistency with the international public sector accounting standards; (b) implement enterprise risk management; (c) address

issues of human resources; (d) promote the use of evidence-based programming; (e) focus UNFPA programme priorities, including by reducing the number of partners and workplans at the country level; and (f) ensure a smooth transition to the international public sector accounting standards;

14. *Welcomes* the approach undertaken by the Executive Director, UNFPA, to strengthen the UNFPA accountability and assurance process and the steps undertaken to refocus and enhance the efficiency and effectiveness of UNFPA, and *requests* the Executive Director to develop a comprehensive plan of action to address the 15 recommendations in the report on UNFPA internal audit and oversight activities in 2010. This plan of action should include a prioritization of the recommendations to address and the actions to be taken, with a clear time frame and targets. An outline of this plan will be made available at the first regular session 2012 of the Executive Board.

15. *Encourages* the initiative for jointly auditing 'delivering as one' programmes, and *requests* the Division for Oversight Services to report, in its next annual report, on the experience gained in that regard;

With respect to UNDP and UNFPA:

16. *Welcomes* the elaborated descriptions of cases of fraud and presumptive fraud in the reports of the UNDP Office of Audit and Investigations and the UNFPA Division for Oversight Services, as requested in decision 2011/9, and *requests* UNDP and UNFPA to continue to improve reporting on such cases in future annual reports of the oversight offices and in their management responses, with increased emphasis on actions taken in cases of misconduct;

With respect to UNOPS:

17. *Takes note of* the annual report of the Internal Audit and Investigations Group for 2010;

18. *Takes note of* the annual report of the Strategy and Audit Advisory Committee for 2010, which is in line with Executive Board decision 2008/37;

19. *Encourages* the initiative for jointly auditing 'delivering as one' programmes, and *requests* the Internal Audit and Investigations Group to report, in its next annual report, on the experience gained in that regard;

20. *Encourages* UNOPS to intensify the implementation of audit recommendations older than 18 months.

17 June 2011

2011/23

Responding to the emerging demand for greater information disclosure of internal audit reports

The Executive Board

1. *Recalls* its decision 2010/22, requesting the submission of a coordinated paper outlining the implications of the emerging demand for greater information disclosure of internal audit reports, including options for responding to the need for relevant information;

2. *Takes note of* the coordinated paper by UNDP, UNFPA and UNOPS on responding to the emerging demand for greater information disclosure of internal audit reports (DP-FPA-OPS/2011/1);

3. *Welcomes* the compliance of UNDP, UNFPA and UNOPS with decision 2008/37 on the disclosure of internal audit reports and the due diligence processes established in that regard;

4. *Acknowledges* the information and assurance needs of non-Member State donors for projects funded by them;

5. *Notes* the various options for greater information disclosure presented in the joint paper;

6. *Decides* that the Administrator of UNDP and the Executive Directors of UNFPA and UNOPS may, upon request, disclose to a donor intergovernmental organization and the Global Fund to Fight AIDS, Tuberculosis and Malaria, internal audit reports pertaining to a given project in which the said donor is financially contributing, in accordance with decision 2008/37 and the procedures of disclosure, as stipulated in documents DP/2008/16/Rev.1, DP/FPA/2008/14 and DP/2008/55, exercising the greatest extent of discretion and protecting the legitimate rights of the programme country;

7. *Reaffirms* that information disclosed shall be kept confidential, and that written requests for access to internal audit reports should include the reason and purpose for the request and an affirmation to adhere to the procedures of disclosure, as stipulated in documents DP/2008/16/Rev.1, DP/FPA/2008/14 and DP/2008/55;

8. *Requests* UNDP, UNFPA and UNOPS to continue to explore options to facilitate the viewing of internal audit reports, including technological options, and *further requests* UNDP, UNFPA and UNOPS to present, at the second regular session 2011 of the Executive Board, a proposal for the remote viewing of internal audit reports providing secure access and proper safeguards for the confidentiality of the information disclosed, through, inter alia, secure passwords;

9. *Urges* UNDP, UNFPA and UNOPS to maintain and enhance collaboration and to share relevant information, to the fullest extent possible, as appropriate and in accordance with relevant provisions of decision 2008/37 and documents DP/2008/16/Rev.1, DP/FPA/2008/14 and DP/2008/55, with a donor intergovernmental organization and the Global Fund to Fight AIDS, Tuberculosis and Malaria and their oversight services, on the oversight of the implementation of projects receiving funding from a donor intergovernmental organization and the Global Fund to Fight AIDS, Tuberculosis and Malaria, taking into account the need to respect the independence of the internal audit and investigative functions of UNDP, UNFPA and UNOPS and the need to provide assurance on project implementation;

10. *Concurs* that audited project financial statements, as available, may be provided to donors as a way of giving assurance on the use of funds;

11. *Concurs* that the executive summaries of internal audit reports of projects, with recommendations as applicable, may be provided, upon request, to Member States, donor intergovernmental organizations and the Global Fund to Fight AIDS, Tuberculosis and Malaria and to the Government of the programme country concerned;

12. *Requests* UNDP, UNFPA and UNOPS to continue to report, in their annual reports on internal audit and investigation, on the internal audit reports disclosed and to inform the Executive Board, including through their respective reports, on requests from organizations not covered by this decision, for disclosure of internal audit reports pertaining to a given project in which the said donor is financially contributing, and to seek guidance from the Executive Board on such requests for disclosure.

17 June 2011

2011/24
Reports of the ethics offices of UNDP, UNFPA and UNOPS

The Executive Board

1. *Takes note of* the reports of the ethics offices of UNDP, UNFPA and UNOPS (DP/2011/30, DP/FPA/2011/6 and DP/OPS/2011/3);

2. *Recognizes* that the ethics offices contribute to fostering a culture of ethics, integrity and accountability in the organizations, and, in this regard, *notes with appreciation* the efforts of the ethics offices in providing advice, guidance, protection from retaliation, review of financial disclosure statements, and training to their respective organizations and staff;

3. *Encourages* the management of UNDP, UNFPA and UNOPS to further strengthen the functions of their ethics offices in their respective organizations, and to provide sufficient resources for them to carry out their programmes of work;

4. *Looks forward to* the consideration of future annual reports of the ethics offices of the three organizations, pursuant to decision 2010/17, particularly recommendations to management that will strengthen the organizational culture of integrity and compliance.

17 June 2011

2011/25

Report of the Executive Director for 2010: cumulative analysis of progress in implementing the UNFPA strategic plan, 2008-2013

The Executive Board

1. *Takes note of* the documents that make up the report of the Executive Director for 2010: DP/FPA/2011/3 (Part I), DP/FPA/2011/3 (Part I)/Add.1, and DP/FPA/2011/3 (Part II);

2. *Welcomes* the progress achieved during the last three years in implementing the UNFPA strategic plan, 2008-2013, while *recognizing* the challenges that lie ahead, and *also welcomes* the commitment of management to continue to improve the strategic focus of the organization;

3. *Further welcomes* the commitment of UNFPA to continue to improve its development results framework and its management results framework, with a comprehensive results chain that includes outcomes, outputs, indicators, baselines and targets, where possible, to better monitor and report the results achieved, including at the goal level in the UNFPA strategic plan, and to better demonstrate the UNFPA contribution to achieved outcomes;

4. *Commends* UNFPA on the improved quality of its annual reporting, by including the analysis of the strategic plan indicators against targets and the use of evaluative evidence, combining quantitative as well as qualitative reporting;

5. *Welcomes* the inclusion of the references to the baselines and targets of the UNFPA strategic plan, the tracking of progress against these targets and outcomes, and the effort to address challenges and build on lessons learned and recommendations, as well as the guidelines on evidence-based programming, as called for in decision 2010/23, and *notes* that UNFPA is launching a plan to develop staff capacity in 2011;

6. *Acknowledges* the clear and transparent presentation of the progress made in implementing the UNFPA strategic plan, 2008-2013, and the translation of the findings and lessons learned into the ongoing midterm review, taking into account the observations of the members of the Executive Board;

7. *Recognizes* that UNFPA faces significant challenges and *encourages* UNFPA to address those challenges through the midterm review process in a coherent and efficient way, by sharpening the focus of the organization at all levels, by implementing effective, evidence-based programming, and by improving human resources as well as financial and results-based management;

8. *Emphasizes* that UNFPA needs strong political support and continued financial support, as well as increased and predictable core funding, in order to enhance its assistance to countries to fully integrate the agenda of the International Conference on Population and Development into national development strategies and frameworks and achieve the internationally agreed development goals;

9. *Encourages* UNFPA to continue to report on the development and implementation of programmes that seek to provide assistance to adolescents and youth; *supports* UNFPA in improving policies on adolescents and youth and in ensuring the inclusion of adolescents and youth in policies and programmes, including to avoid their marginalization; and *emphasizes* the

need for UNFPA to further enable the exchange of best practices and effective adolescent and youth policies at regional and global levels;

10. *Further encourages* UNFPA to reinstate the 'challenges and lessons learned' sections in the annual reports of the Executive Director, as presented in previous annual reports, and to include information on how UNFPA will measure the efficiencies achieved in areas such as procurement, management costs and other key areas of expenditure.

17 June 2011

2011/26
Report on contributions by Member States and others, and revenue projections for 2011 and future years

The Executive Board

1. *Takes note of* the report on contributions by Member States and others to UNFPA and revenue projections for 2011 and future years (DP/FPA/2011/4);

2. *Commends* the efforts being made by UNFPA to mobilize additional resources and other forms of support, including from the private sector;

3. *Recognizes* that further improvements in the financial and operational management of UNFPA, effective and evidence-based programming and resource allocation, and demonstrating and being held accountable for UNFPA programme outputs, are important in mobilizing funding, and *encourages* UNFPA to address challenges in these areas with timely and concrete actions;

4. *Emphasizes* that regular resources are the bedrock of UNFPA and are essential to maintaining the multilateral, neutral and universal nature of its work, and *encourages* UNFPA to further mobilize these resources and to continue to broaden the number of countries that make significant contributions to regular resources, while also continuing to mobilize supplementary resources for its thematic funds and programmes;

5. *Encourages* all Member States to maintain their core contributions and *also encourages* countries that are in a position to do so to increase their contributions, to make multi-year pledges, and to make their contributions by the first half of the year in order to ensure effective programming;

6. *Also encourages* all programme country governments to expand contributions to programmes in their own countries;

7. *Emphasizes* that UNFPA needs strong political and increased financial support, as well as predictable core funding, in order to enhance its assistance to countries to fully integrate the agenda of the International Conference on Population and Development into national development strategies and frameworks and achieve the internationally agreed development goals, especially Millennium Development Goals 3, 4, 5 and 6.

16 June 2011

2011/27
Interim allocation for the UNFPA biennial budget, 2012-2013

The Executive Board

1. *Decides* to consider the UNFPA biennial budget, 2012-2013, at its first regular session 2012, and *encourages* the Executive Director of UNFPA to continue to seek efficiencies by exercising budgetary discipline in the elaboration of the organization's draft biennial budget for 2012-2013, while recognizing the need for adequate resources to implement the strategic plan;

2. *Approves* an interim, one-month budget allocation for January 2012, in the amount of $11.5 million, pending final approval of the UNFPA biennial budget, 2012-2013;

3. *Agrees* that the interim budget allocation will be part of, and not incremental to, the UNFPA biennial budget, 2012-2013.

17 June 2011

2011/28
Least developed countries

The Executive Board

1. *Welcomes* the Istanbul Declaration (A/CONF. 219/L.1) and the Programme of Action for the Least Developed Countries for the Decade 2011-2020 (A/CONF.219/3/Rev.1), hereinafter referred to as the Istanbul Programme of Action, adopted by the Fourth United Nations Conference on the Least Developed Countries, held in Istanbul, Turkey, from 9 to 13 May 2011;

2. *Recalls* the fundamental characteristics of the operational activities of the United Nations, as contained in General Assembly resolution 62/208 of 19 December 2007;

3. *Notes* the strong support given by the United Nations Development Programme, the United Nations Population Fund, the United Nations Office for Project Services and the United Nations Capital Development Fund to the least developed countries;

4. *Stresses* the need for the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services to give special attention to the implementation of the Istanbul Programme of Action;

5. *Invites* the Administrator of the United Nations Development Programme and the Executive Directors of the United Nations Population Fund and United Nations Office for Project Services to integrate the implementation of the Istanbul Programme of Action into their programmes of work, including the programme of work of the United Nations Capital Development Fund, as called for in the Istanbul Programme of Action, paragraph 153;

6. *Invites* the chair of the United Nations Development Group to integrate the implementation of the Istanbul Programme of Action into the workplans of the United Nations Development Group.

17 June 2011

2011/29
Middle-income countries

The Executive Board

1. *Recognizes* the efforts undertaken by UNDP towards achieving the internationally agreed development goals, in particular, the Millennium Developments Goals;

2. *Recalls* all principles supported by UNDP, including the principles of predictability, universality and progressivity, and *reaffirms* the importance to provide strategic support to all programme countries, including middle-income and least developed countries, upon request of the recipient government, in order to address their specific needs, particularly the resident coordinator/resident representative, country director and deputy resident representative, through the core budget, as appropriate, without prejudice to the upcoming decision on the institutional budget, 2012-2013;

3. *Notes* that national averages based on criteria such as per capita income do not always reflect the actual particularities and development needs of middle-income countries, and *recognizes* the significant diversity of middle-income countries[1];

4. *Recognizes* that middle-income countries still face significant challenges in the area of poverty eradication and in achieving the internationally agreed development goals, including the Millennium Development Goals, due to the root causes of poverty;

5. *Reaffirms* that UNDP work should be driven by and fully coordinated with national developmental priorities;

6. *Recognizes* that despite the achievements and efforts of middle-income countries, a significant number of people are still living in poverty and inequalities remain, and, in this regard, requests UNDP to provide the appropriate and strategic support, within its mandate, to national development strategies, on a case-by-case basis, taking into account the significant diversity of middle-income countries and the specific needs of each of those countries;

7. *Recognizes* the importance of South-South and triangular cooperation in supporting development efforts of developing countries;

8. *Acknowledges* the funding commitments made by contributing countries with a view to supporting development efforts;

9. *Recalls* decision 2010/3, and, in this regard, *recognizes* that UNDP will submit to the Executive Board, for consideration, a second review of the programming arrangements framework at the first regular session 2012, and to include, with the option to implement in 2012, and based on the midterm review, concrete, actionable proposals to improve the operational results of the strategic plan, 2008-2013;

10. *Recalls* decision 2010/1, and *requests* UNDP to include, in its middle-income strategy, referred to in decision 2010/3 on programming arrangements, an assessment of the appropriate base capacity for country offices in middle-income countries and in net contributor countries.

17 June 2011

2011/30
Overview of decisions adopted by the Executive Board at its annual session 2011

The Executive Board

Recalls that during its annual session 2011, it:

Item 1
Organizational matters

Approved the agenda and workplan for its annual session 2011 (DP/2011/L.2) and its corrigendum (DP/2011/L.2/Corr.1);

Approved the report of the first regular session 2011 (DP/2011/20);

Agreed to the following schedule of future sessions of the Executive Board in 2011:

Second regular session 2011: 6 to 9 September 2011;

Adopted the tentative workplan for the second regular session 2011 of the Executive Board;

Took note of the UNDP request to postpone, from the second regular session 2011 to the first regular session 2012, the second review of the UNDP programming arrangements, 2008-2013.

[1] General Assembly resolution 63/223, preambular paragraph 4

UNDP segment

Item 2
Annual report of the Administrator

Adopted decision 2011/14 on the midterm review of the UNDP strategic plan;

Took note of the report of UNDP on the recommendations of the Joint Inspection Unit in 2010 (DP/2011/22/Add.1);

Took note of the statistical annex (DP/2011/22/Add.2).

Item 3
Funding commitments to UNDP

Adopted decision 2011/15 on the status of regular funding commitments to UNDP and to its funds and programmes for 2011 and onwards.

Item 4
Evaluation (UNDP)

Adopted decision 2011/16 on the annual report on evaluation.

Item 5
Human Development Report

Adopted decision 2011/17 on the update on the *Human Development Report*.

Item 6
Country programmes and related matters (UNDP)

Adopted decision 2011/18 on the midterm review of the UNDP global programme;

Approved the UNDP results and resources framework of the common country programme document for the United Republic of Tanzania;

Took note of the first one-year extensions of the country programmes for Egypt, Guinea, Haiti, Mauritius, Republic of Moldova, Tunisia and the United Arab Emirates (DP/2011/26, table 1) and (DP/2011/26/Add.1);

Approved the second one-year extension of the country programme for South Africa (DP/2011/26, table 2);

Approved the first two-year extensions of the country programmes for Croatia, Madagascar and Paraguay (DP/2011/26, table 2);

Took note of the draft common country programme document for Albania (DP/FPA/OPS-ICEF/DCCP/2011/ALB/1);

Took note of the draft subregional programme for Barbados and the Organisation of Eastern Caribbean States (DP/DSP/CAR/2) and its corrigendum (DP/DSP/CAR/2/Corr.1);

Took note of the following draft country programme documents and the comments made thereon:

Africa

Draft country programme document for Chad (DP/DCP/TCD/2)
Draft country programme document for Ethiopia (DP/DCP/ETH/2)
Draft country programme document for Gabon (DP/DCP/GAB/2)
Draft country programme document for Ghana (DP/DCP/GHA/2)
Draft country programme document for Mauritania (DP/DCP/MRT/2)
Draft country programme document for Sao Tome and Principe (DP/DCP/STP/2)
Draft country programme document for Senegal (DP/DCP/SEN/2)
Draft country programme document for Seychelles (DP/DCP/SYC/2)
Draft country programme document for Zimbabwe (DP/DCP/ZWE/2);

Arab States

Draft country programme document for Bahrain (DP/DCP/BHR/2)
Draft country programme document for Morocco (DP/DCP/MAR/2)
Draft country programme document for Saudi Arabia (DP/DCP/SAU/2);

Asia and the Pacific
Draft country programme document for Bangladesh (DP/DCP/BGD/2)
Draft country programme document for Mongolia (DP/DCP/MNG/2)
Draft country programme document for the Philippines (DP/DCP/PHL/2);

Europe and the Commonwealth of Independent States
Draft country programme document for Kyrgyzstan (DP/DCP/KGZ/2)
Draft country programme document for Montenegro (DP/DCP/MNE/1) and its corrigendum (DP/DCP/MNE/1/Corr.1)
Draft country programme document for Ukraine (DP/DCP/UKR/2);

Latin America and the Caribbean
Draft country programme document for El Salvador (DP/DCP/SLV/2)
Draft country programme document for Honduras (DP/DCP/HND/2)
Draft country programme document for Jamaica (DP/DCP/JAM/2)
Draft country programme document for Trinidad and Tobago (DP/DCP/TTO/2).

Item 7
United Nations Capital Development Fund (UNCDF)
Adopted decision 2011/19 on the report on results achieved by UNCDF in 2010.

Item 8
United Nations Volunteers
Adopted decision 2011/20 on planning for the tenth anniversary of the International Year of Volunteers and the fortieth anniversary of United Nations Volunteers.

UNOPS segment

Item 9
United Nations Office for Project Services
Adopted decision 2011/21 on the annual report of the Executive Director, UNOPS.

UNFPA segment

Item 13
Annual report of the Executive Director, UNFPA
Adopted decision 2011/25 on the report of the Executive Director for 2010: cumulative analysis of progress in implementing the UNFPA strategic plan, 2008-2013.

Item 14

Funding commitments to UNFPA
Adopted decision 2011/26 on the report on contributions by Member States and others, and revenue projections for 2011 and future years.

Item 15

Country programmes and related matters (UNFPA)
Took note of the following draft country programme documents and the comments made thereon:

Africa
Draft country programme document for Ethiopia (DP/FPA/DCP/ETH/7);
Draft country programme document for Gabon (DP/FPA/DCP/GAB/6);
Draft country programme document for Ghana (DP/FPA/DCP/GHA/6);
Draft country programme document for Mauritania (DP/FPA/DCP/MRT/7);
Draft country programme document for Sao Tome and Principe (DP/FPA/DCP/STP/6);
Draft country programme document for Senegal (DP/FPA/DCP/SEN/7);
Draft country programme document for Zimbabwe (DP/FPA/DCP/ZWE/7);

Took note of the one-year extension of the country programme for Guinea (DP/FPA/2011/7, table 1); approved the two-year extension of the country programme for Madagascar

(DP/FPA/2011/7, table 3); and approved the second one-year extension of the country programme for South Africa (DP/FPA/2011/7, table 2);

Approved the UNFPA results and resources framework of the common country programme document for the United Republic of Tanzania.

Arab States

Draft country programme document for Morocco (DP/FPA/DCP/MAR/8);

Took note of the one-year extension of the country programme for Tunisia (DP/FPA/2011/8).

Asia and the Pacific

Draft country programme document for Bangladesh (DP/FPA/DCP/BGD/8);
Draft country programme document for the Lao People's Democratic Republic (DP/FPA/DCP/LAO/5);
Draft country programme document for Mongolia (DP/FPA/DCP/MNG/5);
Draft country programme document for the Philippines (DP/FPA/DCP/PHL/7).

Eastern Europe and Central Asia

Draft common country programme document for Albania (DP/FPA/OPS-ICEF-WFP/DCCP/2011/ALB/1;
Draft country programme document for Kyrgyzstan (DP/FPA/DCP/KGZ/3;
Draft country programme document for Ukraine (DP/FPA/DCP/UKR/2);

Took note of the one-year extension of the country programme for the Republic of Moldova (DP/FPA/2011/9) and its corrigendum (DP/FPA/2011/9/Corr.1).

Latin America and the Caribbean

Draft country programme document for El Salvador (DP/FPA/DCP/SLV/7);
Draft multi-country programme document for the English-speaking and Dutch-speaking Caribbean countries (DP/FPA/DCP/CAR/5);
Draft country programme document for Honduras (DP/FPA/DCP/HND/7);

Took note of the one-year extension of the country programme for Haiti (DP/FPA/2011/10, table 1);
Approved the two-year extension of the country programme for Paraguay (DP/FPA/2011/10, table 2).

Item 16
Midterm review of the UNFPA strategic plan

Received an oral update on the midterm review of the UNFPA strategic plan, 2008-2013.

Joint segment

Item 10
Internal audit and oversight (UNDP, UNFPA and UNOPS)

Adopted decision 2011/22 on the reports of UNDP, UNFPA and UNOPS on internal audit and oversight;

Adopted decision 2011/23 on responding to the emerging demand for greater information disclosure of internal audit reports.

Item 11
Reports of the ethics offices of UNDP, UNFPA and UNOPS

Adopted decision 2011/24 on the reports of the ethics offices of UNDP, UNFPA and UNOPS.

Item 12
Field visits
Took note of the following reports:

(a) Report on the joint field visit to the Philippines (DP-FPA/2011/CRP.1) and its corrigendum (DP-FPA/2011/CRP.1/Corr.1);
(b) Report of the UNDP/UNFPA field visit to Panama (DP/2011/CRP.2-DP/FPA/2011/CRP.1);
(c) Report of the UNDP/UNFPA field visit to Uruguay (DP/2011/CRP.3-DP/FPA/2011/CRP.2).

Item 17
Other matters
Adopted decision 2011/27 on the interim allocation for the UNFPA biennial budget, 2012-2013;
Adopted decision 2011/28 on the least developed countries;
Adopted decision 2011/29 on the middle-income countries.

Held the following briefings and consultations:

UNDP

Informal consultation on the UNDP budget estimates for the biennium 2012-2013;

UNFPA

(a) Ceremony for the 2011 United Nations Population Award;
(b) Informal consultation on the on the UNFPA midterm review of the strategic plan;

UNDP/UNFPA/UNOPS

Held joint thematic discussions on:

(a) the role of the organizations in addressing the development needs of middle-income countries;
(b) environment and climate change: three agencies' role at the national level;
(c) issues related to the least developed countries in the context of the Fourth United Nations Conference on the least developed countries.

TENTATIVE WORKPLAN
EXECUTIVE BOARD OF UNDP, UNFPA and UNOPS
SECOND REGULAR SESSION 2011
(6 to 9 September 2011, New York)

Day/date	*Time*	*Item*	*Subject*
Tuesday, 6 September	10 a.m. – 1 p.m.	1	ORGANIZATIONAL MATTERS • Adoption of the agenda and workplan for the session • Adoption of the report of the annual session 2011 **UNDP segment** STATEMENT BY THE ADMINISTRATOR
		2	UNDP: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS • UNDP institutional budget for the biennium 2012-2013 • Report of the ACABQ on the UNDP institutional budget for the biennium 2012-2013 • Annual review of the financial situation, 2010 • Revision of UNDP Financial Regulations and Rules • Report of the ACABQ on the revision of UNDP Financial Regulations and Rules
	1:15 to 2:45 p.m.		*Informal consultations on the UNDP programming arrangements*
	3 - 6 p.m.	2	UNDP: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS (cont'd)
		3	UNDP COUNTRY PROGRAMMES AND RELATED MATTERS • Assistance to Myanmar – Note by the Administrator • Draft country programme documents • Approval of country programmes
Wednesday, 7 September	10 a.m. – 12 p.m.	4	**UNOPS segment** STATEMENT BY THE UNOPS EXECUTIVE DIRECTOR • UNOPS budget estimates for the biennium 2012-2013 • Report of the ACABQ on the UNOPS budget estimates for the biennium 2012-2013 • Annual statistical report on the procurement activities of United Nations system organizations 2010
	12 - 1 p.m.	8	**UNDP segment** ANNUAL REPORT OF THE ADMINISTRATOR • Roadmap leading up to the UNDP strategic plan, 2014-2017 (decision 2011/14)
	3 – 5 p.m.		UNFPA SPECIAL EVENT "Towards Rio+20: Population Dynamics and sustainable Development"
	5 – 6 p.m.		*Informal consultation on draft decisions*
Thursday, 8 September	10 a.m. – 1 p.m.		**UNFPA segment** STATEMENT BY THE UNFPA EXECUTIVE DIRECTOR
		6	UNFPA: REPORT OF THE EXECUTIVE DIRECTOR • Midterm review of the UNFPA strategic plan, 2008-2013
	3 – 5:30 p.m.	6	UNFPA: REPORT OF THE EXECUTIVE DIRECTOR (cont'd)
		7	UNFPA COUNTRY PROGRAMMES AND RELATED MATTERS • Draft country programme documents and extensions • Approval of country programmes
	5:30 – 6 p.m.		*Informal consultation on draft decisions*

Friday, 9 September			**Joint segment**
	10 a.m. – 12 p.m.	5	FOLLOW-UP TO UNAIDS PROGRAMME COORDINATING BOARD MEETING • Report on the implementation of the decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS
		2	FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS • Joint UNDP, UNFPA and UNICEF preliminary briefing note on progress regarding an integrated budget (decisions 2009/22 and 2009/26)
		9	INTERNAL AUDIT AND OVERSIGHT • UNDP, UNFPA and UNOPS proposal for the remote viewing of internal audit reports (decision 2011/23)
	12 – 1 p.m.		*Informal consultations on draft decisions*
	3 – 5 p.m.		*Transition from emergency to early recovery and development (special focus on Southern Sudan)*
	5 – 6 p.m.	10	OTHER MATTERS • Adoption of pending decisions
		1	ORGANIZATIONAL MATTERS • Draft workplan for 2012 • Tentative workplan for the first regular session 2012